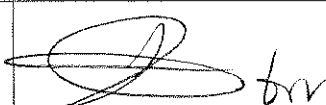
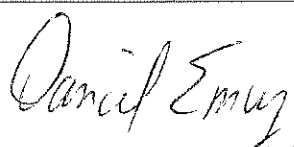


California's Child and Family Services Review System Improvement Plan

County:	Tehama
Responsible County Child Welfare Agency:	Tehama County Department of Social Services
Period of Plan:	7/1/07-6/30/10
Period of Outcomes Data:	7/1/05-6/30/06 (January 2007 Qtr. Report)
Date Submitted:	November 7, 2008
County Contact Person for County System Improvement Plan	
Name:	Elizabeth Watson
Title:	Program Manager
Address:	PO Box 1515 Red Bluff, CA 96080
Phone:	(530) 528-4020
Email:	ewatson@tcdss.org
Submitted by each agency for the children under its care	
Submitted by:	Tehama County Department of Social Services Director
Name:	Charlene Reid
Signature:	
Submitted by:	
Submitted by:	Tehama County Chief Probation Officer
Name:	Daniel R. Emry
Signature:	

MINUTE ORDER
BOARD OF SUPERVISORS
COUNTY OF TEHAMA, STATE OF CALIFORNIA

R E G U L A R A G E N D A

**TEHAMA COUNTY DEPARTMENT OF SOCIAL SERVICES / TEHAMA COUNTY
PROBATION DEPARTMENT** – Approval of the California's Child and Family Services Review
System Improvement Plan

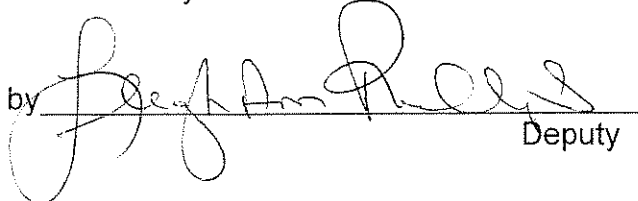
Following comments by Social Services Director Charlene Reid, a motion was made by Supervisor Willard, seconded by Supervisor Russell and carried by the unanimous vote of the Board to approve the California's Child and Family Services Review System Improvement Plan to be submitted to the California Department of Social Services for the period of 7/1/07 through 6/30/10.

STATE OF CALIFORNIA)ss
COUNTY OF TEHAMA)

I, BEVERLY ROSS, County Clerk and ex-officio Clerk of the Board of Supervisors of the County of Tehama, State of California, hereby certify the above and foregoing to be a full, true and correct copy of an order adopted by said Board of Supervisors on the 4th day of November, 2008.

DATED: November 17, 2008

BEVERLY ROSS, County Clerk and
Ex-officio Clerk of the Board of Supervisors
of the County of Tehama, State of California

by  Deputy

I. Identify Local Planning Bodies (*Demonstrate the collaborative and planning relationships the CWS engaged for the Self Assessment and SIP processes*)

The Tehama County Board of Supervisors established the Children and Family Leadership Team (CFLT) in March of 2004 to assist the Tehama County Department of Social Services (TCDSS) with the implementation of CWS Redesign. This multi-disciplinary group has gone through a series of changes and evolutions nonetheless the CFLT continues to serve an important function as an advisory group for the Tehama County Department of Social Services, Child Welfare Services (CWS) Division. The CFLT is comprised of fifteen board appointed members and ten workgroups, each with a chair from TCDSS and a co-chair from the community and/or a partner agency. The representation of the membership includes: Social Services Director, CWS Program Manager, County Auditor, Member of the Board of Supervisors, Public Health, Drug/Alcohol, Mental Health, Probation, School(s), Business Community, Law Enforcement, Judicial, First 5, County Dept. of Education, Child Abuse Prevention and Coordinating Council and the Chairs and Community Co-Chairs of the ten workgroups.

The membership of the workgroups is comprised of line staff and supervisors from the above-mentioned agencies and disciplines as well as community based organizations, foster parents, employment and training agencies, and CDSS Adoption Services.

The First Response; Permanency and Youth; and Recruitment, Development, and Support of Resource Families workgroups are considered external workgroups. Workgroups considered internal are chaired by a TCDSS staff person and do not have a community co-chair. These internal workgroups are: Resources and Sustainability; Accountability/Self-Evaluation; Team Decision Making; Building Community Partnerships; and the Internal Implementation Team. Although they are considered internal workgroups, no workgroup is ever closed to participation from the community and/or partner agencies. The decision to make these groups internal was in response to a lack of interest and/or regular participation from the community and partners. The Tehama County Child Abuse Prevention Coordinating Council (CAPCC) which functions autonomously, having its own policies, bylaws and leadership structure and reporting directly to the Board of Supervisors, works collaboratively with the CFLT as an external workgroup.

The Community Capacity and Coordination (CCC) workgroup has had several reincarnations in the last few years as Tehama County has navigated the process of CWS system improvement and community collaboration. Currently, the CCC, much like the CAPCC, is autonomous, having its own leadership structure and formally reporting to the Tehama County Health Partnership, a separate Board of Supervisors established collaborative body in Tehama County coordinated through Tehama County Health Services Agency, Public Health Division. The CWS Program Manager co-chairs this workgroup and thus keeps the group connected to the CFLT.

Please see the attached organizational chart that depicts the current organizational structure of the CFLT and the strategic focuses of the workgroups.

Feedback on the 2007 Self-Assessment Plan (SAP) was provided to CWS at a regularly held CFLT meeting. Additionally, the SAP was sent out for comment via email to reach CFLT members that were not present at the regular meeting. In addition to the CFLT collaborative

there are two other collaborative bodies that address the broader county population including children, families, and elders and both of these groups were asked to comment on the 2007 SAP. The first is the Tehama County Interagency and Coordinating Council, which is a collaborative of department heads that serves as the county's top policy-making body. The council sets policies and priorities for all community services for the county's general population. The other collaborative is the Tehama County Health Partnership. This collaborative is a partnership of agencies and community members that collaborate on grant opportunities, network services, and facilitating efficient delivery of preventive and support services to the community (www.tchp.org). At a subsequent CFLT meeting the SAP was presented for final review and comment and the System Improvement Plan (SIP) was discussed.

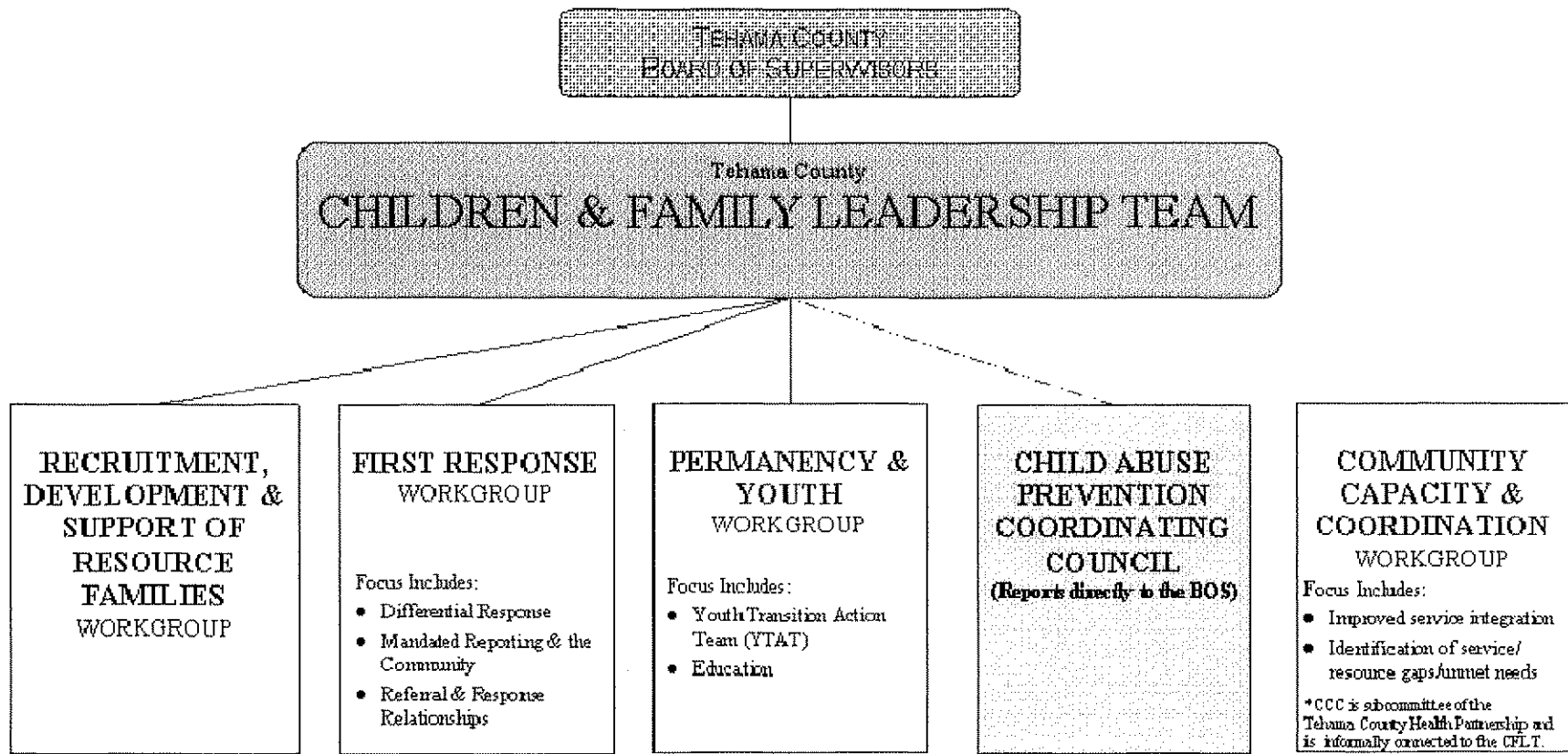
Additionally, in recognition that it is essential to keep both of these collaboratives abreast of CWS issues and informed on what the Children and Family Leadership Team is working on, three CFLT members continue to be the liaisons for these collaboratives. The Social Services Director, who already is a member of the Interagency and Coordinating Council, continues to fill the role of liaison by providing information to and bringing back any feedback on a monthly basis. The CWS Program Manager, being already an active participant on the Health Partnership, continues to report to that partnership on a monthly basis. A Staff Services Analyst who coordinates the CFLT and is involved in many aspects of the system improvement process also attends the Health Partnership. All of these CFLT members have kept these collaboratives informed and have provided them the opportunity to give their input on the efforts of CWS Redesign, AB 636 Self Assessment, and the SIP.

Tehama County's SIP team composition is as follows:

- Elizabeth Watson, CWS Program Manager
- Sharon Roberts, CWS Supervisor
- Cheryl Jackson, CWS Supervisor
- Pia Van Kleef, CWS Supervisor
- Mindy Gonzalez, CWS Supervisor
- Denise Rochlitz, CWS Placement Specialist/Social Worker III
- Ginny Kinney, Staff Services Analyst/CFLT and Family-to-Family Coordinator
- All CWS Social Workers
- Mona Schoelen, Fiscal Manager, Tehama County Department of Social Services
- Daniel Emry, Chief Probation Officer, Tehama County Probation Department

Although other core representatives were not directly involved in drafting the SIP, they were involved through the CLFT in recommending the outcomes that be addressed this year.

Figure 1: Children & Family Leadership Team - Organizational Chart



Internal TCDSS Workgroups



II. Share Findings that Support Qualitative Change (*Describe any data collection techniques*)

In completing the Self-Assessment Plan (SAP) data from a variety of sources was incorporated and considered. This includes data extracted from CWS/CMS, Tehama County's TDM database and related tracking systems, Outcome System Summary Reports prepared by the UC Berkeley Center for Social Services Research, CDSS reports, the California Department of Education, the California Department of Finance, as well as from various other organizations' (websites) that gather and report child welfare and social services data on a state and county level. Additionally, some local data was gleaned from the Tehama County Report Card, a semi annual publication summarizing the status of the local community in several areas including healthy living, public safety and society.

Qualitative data and information was also taken into consideration. The CFLT workgroups report on their progress and activities at CFLT meetings. This provides all other participants and community members with an understanding of the status of implementation in Tehama County. Qualitative information regarding progress/changes noted include successes in ILS, improved focus on the placement of children in their original school district whenever possible, and case plans being written with more accountability for the clients and a clear description of what success looks like. There continue to be efforts towards more participation of the parents in the case plan development. Tehama County CWS, in a partnership with Tehama County Health Services Agency Drug and Alcohol Division and the Tehama County courts, has implemented a Dependency Drug Court program this year, which provides CWS clients with drug and alcohol issues intensive case management and frequent court appearances which encourages greater accountability. The trend for referrals with a timely response has been inconsistent, but has been overall improved with the implementation of daily triaging.

There is a heightened awareness on the part of social workers of the importance of least restrictive placement setting and identifying relative and NREFM placements early on in the case. This increased awareness will be strengthened in 2008 by the implementation of Team Decisionmaking (TDM) meetings for initial placements and emergency placements, thus facilitating the identification of possible relative and/or NREFM placements at the outset of the case. Currently, TDM's are held for placement disruptions, including all children who move from the county's receiving home that accepts children up to age 11, as well as for exits/reunifications and for permanency planning for youth that will emancipate from the foster care system. Acceptance by social workers of the TDM process as instrumental in reducing harmful placement moves for children has increased over the last year.

In May 2006, Tehama County CWS completed its first Peer Quality Case Review (PQCR) process in collaboration with Tehama County probation. CWS chose to focus their portion of the PQCR on re-entry to foster care after reunification, an area in which performance was less than optimal and which was not addressed on the SIP that was in effect at that time and thus had not benefited from the greater attention that SIP goals receive. Tehama County Probation chose to focus on parent engagement. Both CWS and Probation gathered valuable information as a result of the PQCR process.

Findings highlighted for CWS the importance of meaningful participation of the parent(s) in the creation of the case plan, a solid and supportive relationship with the social worker, available services and preventing delays in accessing such, training for new workers, and caseload size and complexity. Suggestions for improvement included developing more aftercare and in-home services, a consistent standard for assessing when to reunify, increased involvement of the family in the development of the case plan, smoother case transfer process, improved training for new workers and greater knowledge and use of the Family-to-Family model and tools.

For the Probation department, findings highlighted the importance of engaging parents in the case plan, cross-training within the department, staff reductions and time constraints/legal mandates, and the lack of local resources. The use of the Multi-Agency Treatment Team (MATT) and the Wraparound program were found to be quite effective means of engaging families. Suggestions for improvement included hiring of probation aides, better cross-training within the department, exploring partnerships and funding opportunities, determining the possibility of court orders requiring parent participation, greater consideration of the financial concerns of families with youth placed out-of-county, improved collaboration with the family, and the development of local resources.

The current SIP reflects the recognition of the importance of the information gathered through the PQCR process. Tehama County has selected re-entry after reunification as a focus outcome for this SIP and has also added strategies related to parent engagement, development of local aftercare resources, training and refresher training for case workers, and the strengthening of the relationship between CWS and Probation.

Preliminary and quarterly analysis of data thus far in the plan period shows marked improvement with some of the outcomes, but not all. Internal discussion and analysis of this preliminary and quarterly data, including those outcomes not showing the desired improvement, have helped to reveal whether successes or failures are due to inefficient strategies or other causes.

III. Fiscal Analysis for Meeting Outcomes

As a small county, resources are limited and staffing is low. To meet the required federal outcomes, it continues to be essential to not only build the capacity of the department to meet mandated requirements, but also to build the capacity of the community to support in those efforts.

The department continues with our fiscal analysis to determine the cost of meeting the required outcomes, particularly in light of continually decreased funding. Social workers continue to carry large caseloads (still much higher than that recommended in the 2030 study), which does not allow them to provide the level of social work necessary to engage, assess and provide adequate hands on attention to allow children to safely remain at home and/or safely return home as quickly as possible. Therefore, SS aides and parent partners continue to be beneficial in assisting parents successfully complete their case plan by helping them access resources, obtain housing, stay in treatment, etc. This internal adjustment costs the department a minimum of \$147,285 a year.

Current staffing includes fifteen case carrying Social Workers, four Social Worker Supervisors, four Social Service Aides, one Parent Partner, an Americorps Member serving as Parent Partner, an AmeriCorps Member serving as support to the system improvement efforts and TDM, a Foster Parent Liaison, a Placement Worker, three Legal Clerks, one System Support Analyst, and one Staff Services Analyst supporting the division, its system improvement efforts, and serving as the Family-to-Family and CFLT Coordinator.

However, the previous addition of Child Welfare staff alone has not been sufficient to meet desired outcomes. In order to fully and successfully meet the federal outcomes, it is critical to continue to develop the capacity of our community partners to respond to Path One and Path Two referrals and to provide the essential services that these children and families need. To this end, TCDSS has entered into contracts with various community partners totaling \$269,000 for SFY 07/08 year. In addition to contracts with agencies and community-based organizations contracts have been negotiated with several independent therapists.

With a continuing reduction in available funds for services, CWS is now forced to look at ways to continue to provide quality services while reducing costs. Furthermore, a major community-based organization discontinued the counseling services part their program this year, affecting the community's capacity to respond to the mental health needs of clients and families. In relation, while CWS maintains a commitment to utilize Medi-Cal services for clients whenever possible, there has been a reduction in the number of local therapists who accept Medi-Cal. There is hope that these problems will be alleviated by a local FFA having recently been certified as Medi-Cal providers and opening a new counseling program. An additional change which will assist with the ability to access Medi-Cal covered services is the co-location of a Tehama County Health Services Agency Mental Health Department provider at CWS a minimum of a ½ day per week to facilitate assessments for Medi-Cal eligibility for services and to provide some crisis services as needed. In addition to the use of Medi-Cal, social workers are being told to make use of Victim-Witness funding when possible for children and families. Other options maximizing therapeutic services while minimizing the numbers of hours spent in individual therapy are being explored, such as the establishment of groups with some therapists.

IV. Summary Assessment of the Self-Assessment

A. System Strengths and Areas Needing Improvements

The initial state Stakeholder workgroups that were the precursor to California's Child Welfare System Improvement jump started Tehama County to begin to develop a stronger and more responsive system for keeping children safe and strengthening families and communities. Because program changes that were aligned with the goals of California Child Welfare Redesign had already begun to be adopted, Tehama County was selected to become one of the state's 11 pilot counties in what is now known as the state's CWS Outcome Improvement Program.

What began as a Breakthrough Series Collaborative Team is now a fully implemented Differential Response System.

Tehama County has now been implementing Family to Family strategies for 2 years. The Recruit Develop and Support of Resource Family strategy continues to develop in its focus to recruit family homes in local communities and increase relative and non-related extended family placements. One of the exciting and novel aspects of this workgroup is that County CWS and the foster family agencies in the community are collaborating together in a united effort to recruit families.

The new county position of Foster Parent Liaison is now in its second year and has proven to be a phenomenal assistance to foster youth. The county foster youth services liaison is assisting CWS to train all 18 schools district liaisons in the components of AB 490, is serving on Team Decision Making meetings so that education interests for school age children are adequately represented.

The strategy that focuses on Building Community Partnerships has been the most difficult for CWS and Community to grasp. There has been turnover in leadership from both sides and the group has struggled to define itself and set goals for implementation. Even so, the past two years has afforded both CWS and the more traditional community partners to get to know each other better. At this point, a new workgroup chair is taking the lead and she will establish goals for the coming years.

Finally, Team Decision Making strategy has now been in practice for 2 years. Tehama County has targeted TDMs for placement-disruptions, reunifications, and exits from foster care. Currently, protocols are being developed for emergency placement/imminent removal TDMs. The anticipated start date for these is August 1, 2007 *(the anticipated start date was changed to February 1, 2008 after the completion of the SAP)*.

Families with Substance abuse issues continue to be a high percent of the families who enter the Child Welfare System. In response to this need, Tehama County CWS invested a significant part of its Cohort 1 Pilot County funds to develop additional community based programs for mothers and fathers for both prevention and intervention. Head Start's First 5 collaborative grant through providing substance abuse treatment for fathers in or at risk of being in the Child Welfare System is now completing its third year as well. As "Redesign" transitions to System Improvement programs and the Cohort 1 funding is no longer able to be used for prevention services, Tehama County has worked with First 5 Tehama and County Health Service Agency to strategize how to maintain these creative and effective prevention services.

Child Welfare Service Outcome Improvement Project Proposals

A number of Outcome Improvement Activities were identified and proposals for funding were submitted to CDSS. These proposals are included at this time as they identify gaps in services that remain. Of the proposals below, please note that Tehama County has assumed responsibility for sustaining the Staff Service Analyst position that serves as Coordinator to the Family to Family Project and Children and Family Leadership Team. One social worker position was added so that there is the capacity to have a social worker be a full time TDM facilitator. This will facilitate the initiation of intake TDMs and hopefully reduce the rate of children coming into care. **Please see CWSOIP proposals as attached.**

B. Areas for Further Exploration through the PQCR

Areas for exploration through the next PQCR scheduled for September 2008 have not yet been identified.

OUTCOMES & SYSTEM FACTORS

2007-2010 SYSTEM IMPROVEMENT PLAN (SIP)

SAFETY OUTCOMES

➤ Outcome Measure 2B – Timely Response

	Current Performance (Q1 2007)	Baseline Performance (Q2 2003)	Current Performance – CA (Q1 2007)	Baseline Performance - CA (Q2 2003)	National Standard or Goal
Immediate	93.8%	83.0%	96.0%	95.2%	NA
10-day	64.7%	48.1%	90.9%	88.8%	NA

➤ Outcome Measure C1.4 (formerly 3F & 3G) – Reentry following Reunification

	Current Performance (4/1/05-6/30/06)	Baseline Performance (7/1/01-6/30/02)	Current Performance – CA (4/1/05- 6/30/06)	Baseline Performance - CA (7/1/01- 6/30/02)	National Standard or Goal
	16.7%	11.8%	10.5%	11.9%	9.9%

CHILD & FAMILY WELL-BEING OUTCOMES

➤ Outcome Measure 4B – Foster Care Placement in Least Restrictive Setting

Tehama County focus – increase relative/NREFM placement rates for both initial and primary (official AB 636 measure now point-in-time or PIT) placements

	Current Performance	Baseline Performance	Current Performance – CA	Baseline Performance - CA	National Standard or Goal
Entries First Plc: Relative/NREFM	6.6% (4/1/06-3/31/07)	4.0% (7/1/02-6/30/03)	22.2% (4/1/06-3/31/07)	17.0% (7/1/02-6/30/03)	NA
PIT Plc: Relative/NREFM	16.1% (4/1/07)	16.7% (7/1/03)	35.9% (4/1/07)	32.8% (7/1/03)	NA

➤ 8A - Number of Foster Children Eligible for Independent Living Skills ILS (including youth who receive services from the Independent Living Foster Care Program) that:

Earned a High School Diploma	14
Enrolled in College/Higher Education	5
Received ILP Services	77
Completed Vocational Training	0
Employed or other means of support	15

SYSTEM FACTORS

➤ **Management Information Systems** – The timeliness and accuracy of data entry continues to be of the utmost importance for valid data collection and proper self-evaluation.

Outcome/Systemic Factor: C1.4 – Re-Entry Following Reunification (formerly 3F & 3G Foster Care Re-Entry)					
County’s Current Performance: Tehama County’s performance on compliance measure C1.4 for the most recently reported 12-month study period of 4/1/05-3/31/06 was 16.7%, a substantial increase over the previous period’s rate of 12.7% (1/1/05-12/31/05). Tehama’s performance has fluctuated, however the most recent trend shows the rate increasing from a low of 2.6% (4/1/04-3/31/05) to the most recently reported period’s high of 16.7% (4/1/05-3/31/06). Performance has been at or below 10.1% (1/1/4-12/31/04) for 10 of 16 reported periods since the baseline measure of 11.8% (7/1/01-6/30/02). The statewide average performance on this measure has not fluctuated much, instead staying between 10.5% (baseline 7/1/01-6/30/02) and a high of 11.9% in the most recently reported period (4/1/05-3/31/06). The current national or state standard or goal for this measure is 9.9%.					
Improvement Goal 1.0 Decrease rate of re-entry to at or below 10%.					
Strategy 1. 1 Effectively involve parents in case planning.			Strategy Rationale¹ Parents input will increase value and investment to them.		
Milestone	1.1.1 Court workers will meet with parents as soon as possible after jurisdiction is taken, using the Social Study form to gather family history. From the use of the family history form, social workers will direct the meeting to the development of a case plan, with the parents and the case plan shall be pertinent to the family’s needs related to successful reunification.	Timeframe	January 2008	Assigned to	Social Workers – Court Unit
	1.1.2 Supervisors monitor the social workers compliance and follow through with the process described in Strategy 1.1.1 in weekly supervision, unit meetings, and division meetings.		January 2008		CWS Supervisors
	1.1.3 For “linked” cases - Following TLC (Tehama Linkages Commitment) protocol the ETW and CWS Social Worker will work together with parents to develop the case plan per the process described in Strategy 1.1.1.		January 2008		Social Workers, Employment Training Workers and CWS and Employment Services Supervisors (monitoring)
	1.1.4 Social workers will meet with the parents monthly to go over progress on the case plan, including ongoing assessment as to whether the case plan is continuing to meet the needs of the family.		February 2008		Social Workers and CWS Supervisors
Strategy 1. 2 Develop community aftercare options and opportunities.			Strategy Rationale¹ Parents and families will have natural supports in their community to help them succeed in maintaining a clean and sober lifestyle.		

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Milestone	1.2.1. Identify natural helpers in the community and work with parents to make connections with them.	Timeframe	September 2008	Assigned to	Building Community Partnerships Workgroup and Social Workers
	1.2.2 Develop mentors or sponsors for parents involved in CWS and work with parents to make connections.		September 2008		Foster Parent Liaison, Social Workers, and Social Worker Supervisors
	1.2.3 Monthly and on-going information on community fun family events sent to families on mailing list. Parent partner attend one group with family if needed to make introductions.		September 2008		Supervisors and Social Workers get list and submit to CRC and FRC, Parent Partner
	1.2.4 Foster parent training/info (including FFA) on the foster parent's role with supporting parents of the children in their homes (for family reunification).		June 2008		Supervisors, Foster Parent Liaison, PRIDE instructors
	1.2.5 Explore opportunities for inter-county collaboration in developing more community aftercare support options and opportunities.		December 2008		Building Community Partnerships Workgroup
Strategy 1. 3 Successfully utilize TDMs for all exits/reunifications.		Strategy Rationale ¹ Identify ongoing plan for individual/family support after CWS involvement has ceased.			
Milestone	1.3.1 A TDM will be scheduled at least 2-4 weeks prior to exit/reunification. (One or more exit TDMs will be held, if needed, as changes or adjustments are needed).	Timeframe	February 2008	Assigned to	Social Workers and Social Worker Supervisors
	1.3.2 Ongoing monthly data which shows all placement changes and placement episodes ended will be reviewed.		November 2007		Staff Services Analyst – CWS, Social Worker Supervisors
Strategy 1. 4 Graduate the client(s)/parent(s) to self-sufficiency.		Strategy Rationale ¹ Social workers will phase out/pull back gradually as the parent(s) become more self-sufficient. Reunification will more successful if the parent(s) has learned to access appropriate services, resources and supports without overdependence on the case-carrying social worker or other service providers to connect them to such resources. "It is better to teach a person to fish than to fish for them."			
Milestone	1.4.1 Develop policy and protocol addressing expectations of the social worker in their practice/work with families/parents regarding graduating the parent(s) to self-sufficiency and preparing the family for when their case may be dismissed and CWS is no longer active in their lives.	Timeframe	March 2008	Assigned to	Social Worker Supervisors and Program Manager

1.4.2	Train staff on policy and procedure.	April 2008	Social Worker Supervisors and Program Manager
1.4.3	Monitor staff adherence to policy and procedure.	April 2008 and Ongoing	Social Worker Supervisors

NOTES: All statistics from the Outcome & Accountability County Data Report for April 2007 – Tehama County and Statewide versions.

Describe systemic changes needed to further support the improvement goal.

TDM “internal public relations” campaign will be initiated including ideas/items such as: success “blurbs” sent out to social workers emails, little catchy signs pinned up near social workers’ offices giving short phrases to remind social workers to do TDM and/or the benefits of TDM, other fun signs/flyers put up in common areas (e.g. bathrooms, copy machine/printer areas) to bring awareness to TDMs and encourage compliance.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

1) Education to be given to new foster parents in PRIDE classes on supporting reunification and working with/mentoring birth families. Include a panel of foster and birth parents presenting their successful mentor relationships at a division meeting to ensure buy-in by social workers and all CWS staff. 2) Ongoing TDM training for new workers, refresher for ongoing workers, refresher for TDM facilitators.

Identify roles of the other partners in achieving the improvement goals.

Tehama County recently initiated a Drug Court program that represents a partnership between Tehama County CWS, Tehama County Health Services Agency-Drug and Alcohol Division, and the Tehama County courts. It is the hope of these partners and of the community as a whole that the intensive Drug Court model will not only facilitate reunification but will also contribute to those reunifications continuing to be successful thus preventing re-entry to foster care.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Describe how the strategies will build on progress and improve this outcome or systemic factor

Outcome/Systemic Factor: 2B: Child Abuse/Neglect Referrals with a Timely Response

County's Current Performance: Tehama County's performance on the immediate response compliance measure for 1st Quarter 2007 was 93.8%, a marked increase from 82.6% in 4th Quarter 2006. Tehama has maintained compliance rates at or above 83% for immediate responses for all but one quarter since the baseline quarter (Q2 2003) for this measure, with rates at or above 90.7% for 8 of 16 quarters reported, with highs of 95.6% in 4th Quarter 2003 and 95.5% in Q2 2006. These rates indicate that Tehama County performed just below the state average for the same time period which fluctuated from 95.2% (Q2 2003) to a high of 96.5% (Q4 2006).

Tehama's performance on the 10-day response compliance measure for 1st Quarter 2007 was 64.7%, a significant increase from 58.8% in 4th Quarter 2006 and 58.6% in 3rd Quarter 2006, which were periods where performance had markedly decreased from the performance rates in the preceding periods (Q2 2006 78.6% and Q3 2006 76.2%) and were the lowest rates reported since 1st Quarter 2004 (48.2%). Tehama's compliance rates for 10-day responses have been at or above 67.9% every quarter since 2nd Quarter 2004, with a high of 89.7% in 2nd Quarter 2005, compared to the state averages for the same time period that have consistently been at or above 88% since 2nd Quarter 2003, with the exception of 4th Quarter 2003 where performance dipped to 86.9%.

This measure was included in prior SIP plans and although Tehama County's performance on this measure has improved from the baseline data (Q2 2003), the trend has been inconsistent and therefore this measure has been selected for continued focus in the current SIP. There are currently no national or state standards or goals associated with these outcome measures.

Improvement Goal 1.0

Increase 10-day Response Compliance to 85% or better.

Strategy 1. 1

Decrease time from hotline to assignment of referral -assignment process.

Strategy Rationale¹

The time necessary to appropriately evaluate and process a referral has been substantially increased by new/best practices instituted in child welfare practice. Regular data entry into CWS, completion of the SDM tool, as well as additional identification and tracking of special projects including Differential Response paths and other focus efforts such as substance abuse all require additional time at the screener level. This had led to delays in assignment of referrals to investigative social workers who are then challenged to meet the response compliance deadlines.

Milestone	1.1.1 Analyze current system, processes and procedures.	Timefram	COMPLETED	Assigned to	Social Worker Supervisor (IR Unit) and Committee
	1.1.2 Research system, processes and procedures in other counties.		COMPLETED		Social Worker Supervisor – IR Unit

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

	1.1.3 Triage and assign referrals daily.		Currently in progress		Social Worker Supervisor (IR Unit) and Screeners
Strategy 1.2 Decrease time from hotline to assignment of referral-evaluate screener position duties/workload.			Strategy Rationale ¹ The time necessary to appropriately evaluate and process a referral has been substantially increased by new/best practices instituted in child welfare practice. Regular data entry into CWS, completion of the SDM tool, as well as additional identification and tracking of special projects including Differential Response paths and other focus efforts such as substance abuse all require additional time at the screener level. Adding another screener could alleviate some delays in the assignment of referrals.		
Milestone	1.2.1. Complete an analysis of screener position and the workload/duties	Timeframe	February 2008	Assigned to	Social Worker Supervisors and Program Manager
	1.2.2 Consider/explore possibility of utilizing MSW interns to assist screener intake.		December 2007		MSW Field Instructors in CWS who are supervising Intake Unit (Social Worker Supervisor – IR unit)
	1.2.3 Explore possibility and feasibility of adding another screener		April 2008		Social Worker Supervisors and Program Manager
	1.2.4 Consider/explore possibility of utilizing an office assistant to complete clerical and/or data entry tasks that can/could be separated out from critical screener (social worker) evaluation and assessment functions.		April 2008		Social Worker Supervisors and Committee
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					

Improvement Goal 2.0 Maintain compliance rate of 90% or better for Immediate Response referrals and 85% or better for 10-Day Response referrals.					
Strategy 2.1 Revise and enforce protocol for data entry related to referrals/children placed into protective custody after hours to ensure that such contacts and data are entered in the CWS/CMS system by the next working day.		Strategy Rationale ¹ Delays in data entry may unnecessarily have a negative impact on the county's compliance rate for response to referrals.			
Milestone	2.1.1 Review and revise current policy and protocol.	Timeframe	December 2007	Assigned to	Social Worker Supervisors and Program Manager
	2.1.2 Develop, and include in revised protocol, procedures for supervisors to monitor data entered by on-call social workers.		December 2007		Social Worker Supervisors and Program Manager

	2.1.3 Train on-call social workers on revised policy and protocol.		January 2008		Social Worker Supervisors and Program Manager
	2.1.4 Monitor that data entry protocol and procedures are being followed.		Ongoing		Social Worker Supervisor – Intake Unit
Strategy 2. 2 Develop protocol for referrals requiring a response within 10-days received on open cases.			Strategy Rationale¹ Referrals on open CWS cases are currently assigned to the PP/ FR/FM case carrying social worker. Delays in closing these referrals have had negative impact on the county’s compliance in ten-day response mandates.		
Milestone	2.2.1 Prepare written protocol regarding procedure of assigning referrals received on open cases requiring a response within 10-days to the case-carrying social worker, except in such circumstances where a supervisor determines that the case-carrying worker would not be the most appropriate responder. (In such cases an investigative social worker may be assigned the referral and/or may be asked to work with the case-carrying worker to investigate the referral).	Timeframe	December 2007	Assigned to	Social Worker Supervisor – Intake Unit and Program Manager
	2.2.2 Train staff on new protocol.		February 2008		Social Worker Supervisors and Program Manager
	2.2.3 Develop system for monitoring compliance with protocol and do so on an on-going basis.		February 2008		Social Worker Supervisors and Program Manager
Strategy 2. 3 Monitor performance in meeting response timeframes on a weekly basis.			Strategy Rationale¹ Social workers will be more aware of their performance in the area of meeting response timeframes and will be able to adjust their work practices and make efforts towards continual improvement.		
Milestone	2.3.1 Social worker supervisor will monitor all social worker timely response performance statistics using SafeMeasures on a weekly basis.	Timeframe	November 2007	Assigned to	Social Worker Supervisor – Intake Unit
	2.3.2 Social workers will monitor their own timely response performance statistics using SafeMeasures on a weekly basis.		December 2007		All Intake Social Workers
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					
Describe systemic changes needed to further support the improvement goal. The Tehama County Department of Social Services (Child Welfare Division) and the Tehama County Probation Department (Juvenile Division) do operate under a Memorandum of Understanding (MOU) which includes stipulations regarding the investigation of child abuse allegations concerning probation wards in out-of-home placement. However, this MOU and the stipulations regarding these types of investigations needs to be revised to include information on the					

mandated time periods, data entry in CWS and how the probation department's adherence to these policies affects the county's performance on outcome measure 2B. Additionally, it is imperative that the CWS and juvenile probation divisions work towards an improved working relationship and better communication between the two agencies. Although it was previously considered in Tehama County and decided against, it is now desired that the benefits and disadvantages of dual status CWS/juvenile probation youth be explored once again.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Assure that all Social Workers and Social Worker Supervisors are trained on the SafeMeasures tool.

Identify roles of the other partners in achieving the improvement goals.

Existing Differential Response community partners must continue to work with CWS Social Workers on referrals assigned a Path 2 response at current levels while also striving to increase their capacity and availability to respond with CWS to such referrals. CWS must continue to support its existing partners to facilitate their ability to join with CWS in Differential Response while also being watchful for new opportunities to work with new partners that would enhance and compliment the DR process. In addition, a more complete and appropriate MOU and a stronger working relationship between Tehama County CWS and juvenile probation, as indicated above regarding systemic changes, are integral to the success of this strategy.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Outcome/Systemic Factor: 4B: Foster Care Placement in the Least Restrictive Settings

County's Current Performance: Tehama County's performance on this outcome measure in the most recently reported period (4/1/06-3/31/07) was 6.6% for first placements and 16.1% for the point-in-time (PIT; 4/1/07) placement measurement.

Performance in regards to first placements upon entry (or re-entry) to out-of-home care improved from the baseline rate of 4.0% in 7/1/02-6/30/03 to a high of 10.6% in 10/1/03-9/30/04. However, performance consistently declined from that high point to a low of 0.0% in 1/1/05-12/31/05. Since 2005 performance has steadily improved reaching 6.8% in 1/1/06-12/31/06. The state average for first placements has steadily increased from a baseline of 17% in 7/1/02-6/30/03 to a high of 22.2% in 4/1/06-3/31/07.

For PIT placements, performance progressively declined from the baseline rate of 16.7% (7/1/03) to a low of 11.5% on 10/1/04. In the very next reported period (1/1/05) performance had improved to 16.0% and has fluctuated since that time from low of 14.3% (1/1/06) to a high of 17.5% reported for both 10/1/06 and 1/1/07. The state average for PIT placements has gradually increased from a baseline of 32.8% (7/1/03) to a high of 36.1% on 1/1/07 and most recently 35.9% on 4/1/07.

There are currently no national or state standards or goals for this outcome measure.

Improvement Goal 1.0

Increase the rate of initial placements with relatives (or NREFMs) to 20% or better.

Strategy 1. 1

Ensure all staff have current, correct policies and procedures on placement with relatives.

Strategy Rationale¹

Clear policies and procedures will allow staff to more consistently place children in the least restrictive setting as well as increase the rate of placements with relatives or NREFMs.

Milestone	1.1.1 Review current policies and procedures, including a comparison to the W&I Code regulations, and update/revise as necessary.	Timeframe	January 2008	Assigned to	Social Worker Supervisor – Court Unit
	1.1.2 Train IR, Court and on-call social workers on policies and procedures for initial placement with relatives/NREFMs.		March 2008		Social Worker Supervisor – Court & IR Units

Strategy 1. 2

At removal, whenever a parent is present, they will be interviewed about possible relative/NREFM placements and such efforts will be documented. If no parent is present at the time of removal this will occur as soon as possible thereafter.

Strategy Rationale¹

It is important to be able to track and document efforts to place children in the least restrictive setting, not only for court purposes but also for communication to social workers who may later be assigned the case. In addition, the form will serve as a reminder to On-Call and/or IR social workers that relative and/or NREFM placements are to be considered at the time of removal whenever possible and appropriate.

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Milestone	1.2.1. Develop form, as well as policy and protocol for use thereof, for On-Call and/or IR SW to use when asking parents for potential relative/NREFM placements during a removal.	Timeframe	December 2007	Assigned to	Social Worker Supervisors
	1.2.2 Review CWS/CMS system to see if there would be an appropriate place to document relative/NREFM placement information and attempts, similar to and/or in compliment to the form discussed in 1.2.1.		January 2008		Staff Services and System Support Analysts
	1.2.3 Revise Emergency Relative Placement policy and procedure to include use of the form discussed in 1.2.1 and/or documentation in CWS/CMS as discussed in 1.2.2.		January 2008		Social Worker Supervisors
	1.2.4 Train staff on the revised policy, including use of the new form.		January 2008		Social Worker Supervisors
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					

Improvement Goal 2.0 Increase rate of primary placements to 39% or better.					
Strategy 2.1 Utilize Family Finding model to locate potential relative placements.			Strategy Rationale ¹ The Family Finding model has proven effective in other counties/agencies in increasing the number of children who have been able to be placed in relative and/or NREFM placements.		
Milestone	2.1.1 Gather information/attend training on Family Finding Model.	Timeframe	COMPLETED	Assigned to	Placement Specialist and Social Worker (Court Unit)
	2.1.2 Develop policy and procedure for using Family Finding model.		February 2008		Social Worker Supervisor (Court Unit) & Placement Specialist
	2.1.3 Train staff on policy and procedure for using Family Finding model.		March 2008		Social Worker Supervisor (Court Unit), Placement Specialist, Social Worker (Court Unit)
Strategy 2. 2 Initiate use of TDMs for emergency/initial placements and children facing imminent risk of removal.			Strategy Rationale ¹ The use of Team Decisionmaking meetings at the time of emergency/initial placement and/or at the time a removal is considered imminent will allow CWS to more thoroughly explore relative and/or NREFM placements and facilitate placement with such persons on a more regular basis.		

Milestone	2.2.1 Use form developed per Milestone 1.2.1 as a way to help generate list of invitees for TDM.	Timeframe	January 2008	Assigned to	Social Worker Supervisor – Court Unit
	2.2.2 Finalize development of emergency/initial placement and imminent risk of removal subsections of already established TDM protocol.		January 2008		TDM Workgroup, Social Worker Supervisors & Program Manager
	2.2.3 Train staff on emergency/initial placement and imminent risk TDMs as well as the use of the form and initiate use of both.		February 2008		Social Worker Supervisors
	2.2.4 Monitor staff on use of form and TDM compliance, including the exploration of relative/NREFM placement options for emergency/initial placements.		February 2008 and On-going		Social Worker Supervisors
Strategy 2.3 Initiate school-based recruitment for NREFMs.		Strategy Rationale ¹ Locating potential NREFM placements in each school district will allow CWS to keep children placed with familiar persons and attending their original school.			
Milestone	2.3.1 Develop NREFM recruitment/information flyer/brochure for school personnel.	Timeframe	COMPLETED	Assigned to	Recruitment, Development & Support of Resource Families Workgroup
	2.3.2 Distribute flyer to all schools in the county.		December 2007		Recruitment, Development & Support of Resource Families Workgroup
	2.3.3 Offer presentations to school personnel on various CWS topics, including NREFM placement options.		Ongoing		Recruitment, Development & Support of Resource Families Workgroup, Building Community Partnerships Workgroup
Strategy 2.4 Increase capacity to support relative and NREFM placements.		Strategy Rationale ¹ NREFM placements will be more successful and more stable if adequately supported.			
Milestone	2.4.1 Begin to provide all NREFMs with information on the Tehama County Foster & Adoptive Parent Association (FAPA) at the time of placement.	Timeframe	December 2007	Assigned to	Placement Specialist, Foster Parent Liaison, and Case-Carrying Social Workers
	2.4.2 Research community resources and supports available to NREFM's.		March 2008		Recruitment, Development & Support of Resource Families Workgroup, Building Community Partnerships Workgroup

	2.4.3 Develop informational brochure, applicable to all placement types, which discusses respite as well as other means of emotional and physical support.		May 2008		Recruitment, Development & Support of Resource Families Workgroup, Building Community Partnerships Workgroup
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					
Describe systemic changes needed to further support the improvement goal. Information from parents on potential relative/NREFM placements, such as will be captured on the form to be developed per Milestone 1.2.1 (and referenced in Milestone 2.2.1), must be documented in a place everyone can access, thus a space for tracking such in CWS/CMS would be useful.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals.					
Identify roles of the other partners in achieving the improvement goals. The FAPA must be welcoming to new caregivers and available to be a source of assistance and support. The Tehama County Department of Education has the potential to be a strong partner in many aspects of CWS work, including the recruitment of school-based placements, NREFM and other. Additionally, it is an unfortunate consequence of low staff that the local law enforcement agencies tend to put children in protective custody to save time. This creates an added barrier to successful relative/NREFM placement in emergency/initial placement instances.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.					

Describe how the strategies will build on progress and improve this outcome or systemic factor

Outcome/Systemic Factor: 8A: Children Transitioning to Self-Sufficient Adulthood (with ILS Diploma, Enrolled in College/Higher Education, Received ILP Services, Completed Vocational Training, Employed or other means of support)					
County's Current Performance: In the most recent study period reported (10/01/05-9/30/06) there were 14 youth transitioned to adulthood with a high school diploma, 5 enrolled in college/higher education, 77 received ILP services, none completed vocational training, and 15 were employed or had other means of support. This measure is difficult to assess for progress because it does not provide this data in any context, for example as a percentage of the transition-aged youth eligible or appropriate for any of these categories. Comparison to the state data would not be applicable for the same reasons.					
Improvement Goal 1.0 Improved likelihood of successful transition to adulthood.					
Strategy 1. 1 Youth involved in case plan, including children/youth involved in permanent placement (include TILP for age 16+, age appropriate ILS age 10+).			Strategy Rationale¹ Youth involved in their case planning are more likely to engage in services and are more invested in planning for their future.		
Milestone	1.1.1 Develop policy/protocol (expectations of SW) regarding youth involvement in case plan. (Include ILS perspective and monitoring component).	Timeframe	April 2008	Assigned to	Social Worker Supervisors, Program Manager, ILS Coordinator, Permanency & Youth Workgroup/Chair(s)
	1.1.2 Train CWS staff on expectations and policy.		June 2008		Social Worker Supervisors, Program Manager
	1.1.3 Train ILS staff on expectations and policy.		June 2008		ILS Coordinator
Strategy 1. 2 Effectively utilize permanency planning/exit TDMs.			Strategy Rationale¹ Youth that receive permanency planning/exit TDMs will be more prepared for transitioning to adulthood and will have a better likelihood of making the transition with at least one permanent connection established.		
Milestone	1.2.1 Develop expectations and a monitoring plan and edit TDM protocol to include policies/procedures specific to permanency TDMs, distinct from exit TDMs.	Timeframe	March 2008	Assigned to	Social Worker Supervisors, Program Manager, ILS Coordinator, Permanency & Youth Workgroup, TDM Workgroup
	1.2.2 Train staff on policy/procedure for use of permanency TDMs.		April 2008		Social Worker Supervisors, Program Manager
	1.2.3 Train foster parents on permanency TDMs.		April 2008		Recruitment, Development & Support Workgroup

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

1.2.4 Train community partners/possible invitees on permanency TDMs.		April 2008		Building Community Partnerships Workgroup	
Strategy 1.3 Increased accountability for needs and services plans.		Strategy Rationale ¹ Youth must be supported by their foster family in order to successfully access ILS and other resources in the process of transitioning out of care. Youth must be in an environment that encourages and supports and offers guidance regarding transition.			
Milestone	1.3.1 Review/revise needs and services document/form.	Timeframe	December 2007	Assigned to	Social Worker Supervisors, Permanency & Youth Workgroup, ILS Coordinator, Recruitment, Development & Support Workgroup, and Level Pay Committee
	1.3.2 Develop policy/protocol for needs and services plans, including accountability and monitoring that meaningful, strength-based plans are created and that they are followed.		January 2008		Social Worker Supervisors, Program Manager
	1.3.3 Ensure new/revised version of needs and services form is distributed and put on shared drive.		January 2008		CWS System Support Analyst
	1.3.4 Train CWS staff on policy/protocol and revised form.		February 2008		Social Worker Supervisors, Program Manager
	1.3.5 Train ILS staff on policy/protocol and revised form.		February 2008		ILS Coordinator
	1.3.6 Train foster parents on policy/protocol and revised form.		February 2008		Recruitment, Development & Support Workgroup
Strategy 1.4 Include foster parents on the Permanency & Youth Workgroup.		Strategy Rationale ¹ Foster parents with increased understanding of permanency and youth transition needs and issues will better support transition-aged youth placed in their homes.			
Milestone	1.4.1 Inquire with Foster Parent Liaison as to interested and appropriate foster parents to engage on the Permanency & Youth Workgroup.	Timeframe	January 2008	Assigned to	Permanency & Youth Workgroup Chair & Community Co-Chair
	1.4.2 Educate/catch-up foster parent(s) joining as new workgroup member(s) on Permanency & Youth workgroup history, in the context of CFLT, F2F, and System Improvement.		March 2008		Permanency & Youth Workgroup Chair and Community Co-Chair

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	1.4.3 Engage appropriate foster parent representative(s) at regular Permanency & Youth Workgroup meetings and in related projects and activities.		March 2008 and On-going		Permanency & Youth Workgroup, Chair and Community Co-Chair
Strategy 1.5 Engage community (i.e. Exchange Club, Cornerstone Bank, etc) to take on transition-aged/exiting youth as service project.		Strategy Rationale ¹ Community Partnerships are important for successful child welfare services work with children and families. Community partnerships are critical for creating resources and opportunities for youth transitioning out of care.			
Milestone	1.5.1 Identify individuals and/or groups that could assist youth or create opportunities, i.e. jobs/job shadowing, community service projects, etc.	Timeframe	July 2008	Assigned to	Permanency & Youth Workgroup and Building Community Partnerships Workgroup
	1.5.2 Identify individuals and/or groups to assist in providing youth with resources/items needed, e.g. cars, tires, household items, prom dresses, etc.		July 2008		Permanency & Youth Workgroup and Building Community Partnerships Workgroup
	1.5.3 Identify groups/individuals that are interested in mentoring/forming permanent connections with youth.		July 2008		Permanency & Youth Workgroup and Building Community Partnerships Workgroup
	1.5.4 Presentations to community groups, school groups, faith-based communities, etc.		July 2008 and On-going		Permanency & Youth Workgroup and Building Community Partnerships Workgroup
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					

Improvement Goal 2.0 Develop more comprehensive data reports to allow for more complete assessment of performance around this outcome measure and youth transitioning to adulthood.					
Strategy 2.1 Research and review recent and pending improvements to the collection of outcome measure 8A data.		Strategy Rationale ¹ Tehama County CWS is anticipating improved data collection for measure 8A as has been discussed in the California Outcomes & Accountability Data Committee (COADC). If this improved data collection meets the needs that Tehama County CWS has identified as desirable for self-evaluation then Improvement Goal 2.0 and related strategies will no longer be necessary.			
Milestone	2.1.1 Maintain participation in AB 636 Data Workgroup conference calls and communications and monitor for updates to 8A data collection including implementation date.	Timeframe	August 2007 and On-going	Assigned to	Staff Services Analyst

Strategy 2.2

If CDSS data collection updates/improvements do not meet Tehama County's data collection needs in relation to transition age youth – develop internal data collection methods and processes to capture identified data.

Strategy Rationale ¹

More complete and comprehensive data on outcomes for youth emancipating from the foster care system is necessary for appropriate and thorough self-evaluation in regards to this population and their needs.

Milestone	2.2.1	Timeframe	March 2008	Assigned to	Permanency & Youth Workgroup, Accountability Workgroup.
	Identify data indicators that would be desired in any internal data collection process regarding transition-age youth.				
	2.2.2				
	Identify most appropriate and reliable source for data indicators identified in process discussed in Milestone 2.2.1.		April 2008		Staff Services Analyst and Accountability Workgroup.
NOTES: All statistics from CWS Outcomes System Summary for Tehama County & California released in October 2007 (Data Extract Q1 2007).					
Describe systemic changes needed to further support the improvement goal.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals.					
Tehama County Department of Social Services has asked UC Davis to assist the department in developing a comprehensive data collection and review system/process for all divisions, including CWS. This partnership with UC Davis may also meet the identified needs in regards to this measure and/or at the very least will be complimentary to what is gathered and reported on measure 8A by UC Berkeley.					
Identify roles of the other partners in achieving the improvement goals.					
Tehama County CWS views the Mental Health Services Act (MHSA) that is being implemented by county mental health agencies and which includes stipulations for services to transition-aged youth as complimentary to the child welfare system's goals of appropriately serving and preparing this population for self-sufficient adulthood. Tehama County CWS has already participated with Tehama County Health Services Agency (Mental Health Division) in the MHSA planning process and mental health staff does participate on the Permanency & Youth Workgroup which is overseen by the Children & Family Leadership Team (CFLT) which is an advisory board for Tehama County CWS.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.					
Describe how the strategies will build on progress and improve this outcome or systemic factor					

Outcome/Systemic Factor: Parent Engagement - Juvenile Probation					
County's Current Performance: Parents of minors placed out of the home were not given much input as to the needs of the minor and family. This led to less than successful placement outcomes for minors when the parents were not engaged and had no buy-in.					
Improvement Goal 1.0 Increase parental engagement.					
Strategy 1.1 Effectively involve parents in case planning.			Strategy Rationale¹ Parents input will increase value and investment in case plan.		
Milestone	1.1.1 Supervising probation officer will meet with parents as soon as possible after jurisdiction and prior to disposition to gather family history, etc. for the dispositional report and recommendation. If placement is going to be the recommendation, a case plan is written. Parents will be involved as much as possible with the case plan development. The case plan shall be pertinent to the family's needs and related to successful reunification.	Timeframe	September 2007	Assigned to	Supervising Probation Officer
	1.1.2 Probation supervisors monitor the probation officer's compliance and follow through with the process described in Strategy 1.1.1.		September 2007		Probation Supervisors
	1.1.3 After the dispositional hearing if/when out of home placement is ordered, case will be transferred to the placement officer to locate a placement for the minor that best fits the minor's needs.		September 2007		Placement Officer
	1.1.4 Placement officer will meet with the parents monthly to go over the progress on the case plan, including on-going assessment as to whether the case plan is continuing to meet the needs of the family.		October 2007		Placement Officer
NOTES:					
Describe systemic changes needed to further support the improvement goal. The placement officer will engage the parents and minor at the beginning stages of the case planning process by dedicating enough time to develop a working rapport with the family to enhance reunification.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. None					

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Identify roles of the other partners in achieving the improvement goals.

None

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None